California Digital Library
MEMORANDUM

TO: Associate Vice Provost and Executive Director Günter Waibel

FROM: Senior Archivist Julian Della Puppa

DATE: September 20, 2020

RE: Expanding the non-book digitization of UC library collections

The California Digital Library has been conducting an ongoing mass digitization project that involves digitizing all of the collections that are part of the UC library. This project is made up of five specific sub-projects that will allow us to digitize all items in the collections. Out of the five sub-projects, the newest project, the digitization of non-book materials will need to be expanded. Currently it is only in the pilot testing phase and if it will not be funded and expanded it could fail.

Background
The mass digitization project has been able to complete its object of digitizing millions of books and recently added to the program a non-book digitization pilot project. The pilot is focused on finding ways to digitize non-book items of the collection stored and presented for UC libraries. The pilot project digitized 6,000 photographs from the Jay Kay Klein papers, which is a collection of photographs taken from the World Science Fiction Convention from the 1960s - 1970s. This project successfully demonstrated that non-book items could also be digitized. However, there are still more items to be digitized. At this time, we wish to expand the project to act like our current book digitization program. This would mean expanding our relationship with Google and we would need to include digital resources from Google, which could be used to implement more cost efficient, and functional methods of being able to digitize materials.

Recommendation
As the director of The California Digital Library I understand that you make many important decisions regarding what is best for the library. You are aware that this pilot project is new and as someone who has been able to be a part of and interact with the team on the pilot project I would recommend that you consider the expansion of the current digitization project to include a non-book digitization project. In order to accomplish this, we recommend that we partner with Google in order to procure the use of equipment to increase the project's productivity in digitizing non-book items from the UC collection. To ensure success, we further recommend staffing be increased by 6 FTE, supplemented by additional non-paid interns and volunteers. This can be accomplished because the UC system has recently received an 500k grant from a donor who after witnessing the

success of the Jay Kay Klien papers had requested that more non-book materials be added to the collection.

Rationale
The importance of this project lies in the fact that the digitization of non-book materials lies at the core for which the California Digital Library stands. Per the mission statement the library "...provides transformative digital library services, grounded in campus partnerships and extended through external collaborations, that amplify the impact of the libraries, scholarship, and resources of the University of California". This project accomplishes all of those goals, by expanding the current project to include a collaboration with Google which will fulfill our role in providing a transformative service. By collaborating with Google to include the vast amount of non-book materials from our collection we will aid in scholarship. Which will help in increasing the positive impact of the libraries of the UC system.

Transformative Service
By working with Google, we will have access to their technologies, and software programming that could really help us be able to digitize the non-book materials in a more efficient way. Thus, by working with Google we can become a testing ground for new and innovative ways to digitize materials and hopefully by working on various projects groundbreaking work can be done to add the field of archiving and digitization.

Scholarship Advancement
The work that will be accomplished by both the UC team and the Google team will aid in how students, professors, and the public will be able to use and understand non-book materials. By adding the non-book materials to the collection, we are able to push scholarship forward because we are able to provide increased access to these materials that will be helpful to academic projects in the future.

Staffing
The project expansion would require a Senior Archivist to lead in the acquisition of non-book materials, as well understanding the techniques needed for the archival digitization. Furthermore to bolster the project workforce 5 volunteers, and up to 5 interns will be used to aid in the project and a core team of 5 librarians and archivists who specialize in digitization will also be needed as a workforce to be able to digitize the items. We can move at least 3 of our current archivists from the book digitization project over to this project and then use the recent grant acquisition to hire 2 new staff members. There is already a Senior Archivist who is a part of the project therefore no new funds will be needed for the salary payment. The Senior Archivist and librarians will be working for the standard 40-hour work week, with the interns and the volunteers will be needed to work a minimum of 4 hours per week. Two Google technologies representatives will also be attached to the project to aid with the use of their

systems amongst the team. There will not be a cost for these two representatives as part of the collaboration deal will include Google being able to have two staff members on the team to oversee the technology used and software. Part of this collaborative effort means that Google will also be allowed to include these non-book materials in their open access archive as well. The Google staff will be expected to work the 40-hour work week as well.

Staffing Chart	
Role	**Number of staff**
Senior Archivist	1
Library Staff	5
Google Staff	2
Interns	5
Volunteers	5

Materials

As for the materials, no new items will be needed since the pilot project is already working, however there may be new items brought in by the Google team that could include improved metadata technology, or perhaps a way to apply A.I. as a way to make certain aspects of the digitization more efficient. There will not need to be any new office space as the pilot project already has its own space after completing the Jay Kay Klien digitization. Furthermore, the pilot project already has the necessary computers and equipment needed for non-book digitization. As mentioned earlier part of the collaborative effort will be that Google will be allowed to test some of its new technology, therefore we will not be charged for the equipment that they provide. The project will be evaluated and reviewed at the beginning of January 2022 which is its start date and at the end of December 2023. We would like to evaluate the first year closely and then depending on the success of the project continue the yearly review process. For the first year of the project reviews will be conducted by a method of quarterly team reviews to gather information on the projects wellbeing, as well as surveys from the team from the beginning and end of the project that will collect information about the overall project.

Implementation Plan

Implementation Steps

Actions	Responsibility	Date of Completion
Google and CDL meet to discuss new partnership	Senior Archivist, CDL Leadership	Must be completed before 2022 Start date
Have materials, staff, and space allocated ready	Senior Archivist	Completed, one week prior to the discussion of project with Google
Meet with Google to discuss project	Project Manager, Senior Leadership	By end of week of start date
Get started on first project with Google	Project Manager, Senior Archivist, staff and volunteers	To begin work immediately after approval of project
Completion of project	Project Manager, Senior Archivist, staff and volunteers	December 2023

Evaluation Plan		
Evaluation Action	**Description**	**Date of Evaluation**
Start of project survey	Survey on the project to gather information expectations.	1st week of start of project
1st Quarterly Team Review	Anonymous team surveys, along with a group review to gather information on success and problems of the project.	1st week of the quarter
2nd Quarterly Team Review	Anonymous team surveys, along with a group review to gather information on success and problems of the project.	2nd week of the quarter
3rd Quarterly Team Review	Anonymous team	3rd week of the quarter

	surveys, along with a group review to gather information on success and problems of the project.	
4th Quarterly Team Review	Anonymous team surveys, along with a group review to gather information on success and problems of the project.	4th week of the quarter
End of project survey	Survey on the project as a whole and how it performed.	At project completion

Budget

Position	Amount	Cost	Total
Senior Archivist	1	Currently paying 100k year	$100K a year
Library Staff	5	Currently paying at 54K a year	$270K a year
Google Staff	2	$0, they are paid by Google	0
Interns	5	$0/course credit	0
Volunteers	5	$0/no cost	0
Final Total		(Recalculated)	$370K a year

By proceeding with this expansion and working even more with Google, we expand our close relationship with this strategic partner. This will prove advantageous as we will have greater access to new technology and methods that could help us achieve even greater success.

Why Google is the Best Partner
In order to demonstrate that Google is the best partner to work with on the expansion of our digitization project, we turn to the BrandFit Matrix[1].

BrandFit Matrix					
	Accessibility	**Information**	**Sustainability**	**Utility**	**Scholarship**
Google	x	x	x	x	
CDL	x	x	x	x	x

As shown by the BrandFit Matrix there are many aspects of both Google and CDL's mission and vision that align together. What makes Google a good fit is because they have a vested interest in information, accessibility, and sustainability. This means that Google is interested in being able to promote the access of information in a way that is both functional and sustainable in the way that it is not meant to be discarded or for profit only. Furthermore we have already been working with them for over 15 years because of the book digitization program and through their help with that project we have been able to witness their abilities in helping us be able to achieve our goal of information freedom which in turn also aided our ability to improve scholarship.

Assessment
The ability to be able to expand and create a collaboration with Google as a part of it is something that will most likely be possible and successful. The reason for this is because of the current partnership with Google and the Google Library digitization project. There we have been partnering with them since 2005, and over the years we have cultivated a positive relationship. Along with that as the brand fit Matrix shows we already have compatible values. Primarily the one that each organization shares is the universal accessibility of information and this is something that the California Digital Library stands for. Part of the goal of the mass digitization project is to be able to give access to the public the vast amount of information and materials that we possess and by collaborating with Google and expanding the project we ensure that will happen. Furthermore there are advantages for both parties as the Library would be able to achieve its goal of being able to contribute to making the non-book materials accessible and Google continues with its mission of making information accessible and to work on technology as well as being able to functionally test it out.

In Closing

---

[1] BrandFit Matrix was developed by Shaffer (2003) to help marketers ascertain the if another company is a "good fit" for their companies' promotion. Here we use it to demonstrate if our organizations are "good fit" in terms of the values that both organizations have.

By proceeding with this expansion and working even more with Google, we expand our close relationship with this strategic partner. This will prove advantageous as we will have greater access to new technology and methods that could help us achieve even greater success.

I will reach out to your office on October 1, to discuss this proposal and answer any questions you may have. In the interim, should you have any questions please feel free to contact me at (818)-659-3243 or at jdellapuppa@uccdl.edu. Thank you for your consideration.